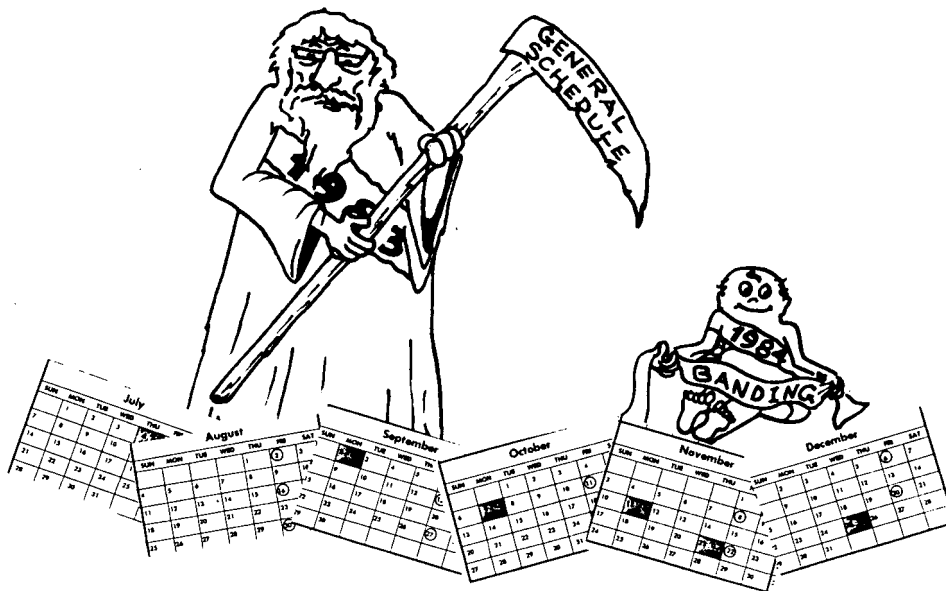


## EXPERIMENTAL PAY SYSTEM (EPS)

## OFFICE OF COMMUNICATIONS PAY BANDING



*OCTOBER 1984*

ADMINISTRATIVE-INTERNAL USE ONLY  
EXPERIMENTAL PAY SYSTEM  
PAY BANDING

OCTOBER 1984  
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Chapter 1  
AUTHORIZATION

AUTHORIZED IN CIVIL SERVICE REFORM ACT - 1978

TWO PROJECTS PRESENTLY AUTHORIZED IN GOVERNMENT:

- NAVY WEAPONS CENTER (CHINA LAKE, CALIF.) 1980
- NAVY OCEAN SYSTEMS CENTER (SAN DIEGO, CALIF.)
  - 5,000 EMPLOYEE LIMIT
  - FIVE-YEAR TRIAL PERIOD
- JUST APPROVED FOR SECOND FIVE-YEAR TRIAL PERIOD

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Chapter 2  
CURRENT SYSTEM

CURRENT CLASSIFICATION SYSTEM PROBLEMS

- REQUIRES "SLOTING"
- OUT-OF-DATE  
(OCCUPATIONS CHANGING FASTER THAN STANDARDS)
- LACKS MARKET SENSITIVITY
- TIME-CONSUMING/EXPENSIVE
- INHIBITS MANAGEMENT FLEXIBILITY TO RESPOND  
TO MISSION/WORKLOAD CHANGES
- COMPLEX, DIFFICULT TO UNDERSTAND
- ADVERSARIAL

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### Chapter 3

#### PURPOSE

IMPROVE THE FEDERAL PERSONNEL  
MANAGEMENT SYSTEM BY GREATER  
LINE MANAGEMENT CONTROL OVER  
PERSONNEL FUNCTIONS

- OFFER FLEXIBILITY IN ASSIGNMENTS
- SIMPLIFIED CLASSIFICATION
- SIMPLIFIED PERFORMANCE APPRAISAL
- PERFORMANCE-BASED COMPENSATION
- PERFORMANCE-BASED RETENTION

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Chapter 4  
ADVANTAGES

- CONTINUE RANK IN PERSON VS. RANK IN POSITION
  - NO LONGER "SLOT LOCKED"
  - SIMPLER CLASSIFICATION
  - ASSIGNMENT FLEXIBILITY
  - DUAL CAREER LADDERS
  - IMPROVED COMMUNICATIONS
- PERFORMANCE-BASED COMPENSATION
  - IMPROVED RECRUITMENT
- MORE LIKELY RETENTION OF HIGH PERFORMERS
  - REDUCED PAPERWORK
  - RESPONSIBILITY/ACCOUNTABILITY

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Chapter 5  
OFFICE TASK FORCE

BACKGROUND

- TASK FORCE COMMISSIONED 7 JUNE 1984

BANDING COMPOSITION:

- OFFICE OF COMMUNICATIONS CAREERISTS
- OFFICE OF PERSONNEL REPRESENTATIVES
- REPRESENTATIVES FROM SELECT OFFICE PANELS
- REPRESENTATIVES FROM OFFICE DIVISIONS.
- REPORT TO OFFICE DIRECTOR WITH RECOMMENDATIONS 15 AUGUST 1984
- DETAILED COMMUNICATION TO ALL CONCERNED IN SEPTEMBER, 1984
- IMPLEMENT EPS BY 1 OCTOBER 1984

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Chapter 6  
PAY BANDING IMPLEMENTATION

IMPLEMENTATION

CONVERSION.

- CONVERT ALL TCO SERIES (PANEL D) FROM GS TO APPROPRIATE LEVEL AND INCREMENT ON NEW PAY SCHEDULE.
- EMPLOYEES BEING CONVERTED TO/FROM GS SCHEDULE WILL CONVERT AT EQUIVALENT OR NEAREST SALARY WITHOUT PENALTY.

NEW EVALUATION CRITERIA AND PERIODS

- NEW ANNUAL EVALUATION PERIOD WILL BEGIN IN 1985
- NEW PERSONNEL EVALUATION CRITERIA IS BEING FORWARDED TO EMPLOYEES AND MANAGERS

UNIVERSAL PROMOTION SYSTEM (UPS) AND WITHIN GRADE INCREASES (WGI).

- ALL UPS EVALUATION EXERCISES THROUGH FEBRUARY 1985 WILL BE CONDUCTED USING CURRENT EVALUATION AND PROMOTION CRITERIA.
- ALL WITHIN GRADE INCREASES (WGI) THAT WERE TO BE EFFECTIVE ON/BEFORE 30 SEPTEMBER 1985 BECOME EFFECTIVE 1 OCTOBER 1984 ON A PRORATED BASIS.

FULL PERFORMANCE LEVEL

- EMPLOYEES WHO HAVE ACHIEVED MINIMUM TCO FULL PERFORMANCE CERTIFICATION WILL NOT BE REQUIRED TO MEET NEW CERTIFICATION CRITERIA.

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QUALITY STEP INCREASE.

- QUALITY STEP INCREASE (QSI) FOR TCO PERSONNEL MUST BE SUBMITTED PRIOR TO 1 OCTOBER 1984. THOSE PENDING APPROVAL AND MADE EFFECTIVE AFTER 1 OCTOBER 1984 WILL BE IN THE FORM OF TWO INCREMENTS.

INFORMATION.

- TEAMS WILL BE DISPATCHED TO BRIEF MANAGERS AND EMPLOYEES ON THE ENTIRE SPECTRUM OF THE EXPERIMENTAL PAY SYSTEM (EPS).

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Chapter 7  
GENERAL INFORMATION

- PERFORMANCE ASSESSMENT FORM FOR EMPLOYEES TRANSFERRING BETWEEN COMPONENTS WITHIN EVALUATION CYCLE WILL BE FORWARDED TO GAINING COMPONENT.
- PERFORMANCE ASSESSMENT FORM IS A COUNSELING TOOL. MUST BE DISCUSSED UPON REQUEST.
- RECOMMENDATIONS FOR INCREMENTAL INCREASES WILL BE STATED AS:  
MAXIMUM, MEDIAN, MINIMAL, NONE.
- SUPERIOR PERFORMERS RECEIVE MAXIMUM INCREASES.
- OUTSTANDING PERFORMERS RECEIVE MEDIAN INCREASES.
- AVERAGE PERFORMERS RECEIVE MINIMAL INCREASES.  
(SLIGHTLY BELOW AVERAGE PERFORMERS CAN RECEIVE A ONE INCREMENT INCREASE)
- EMPLOYEES WHO DO NOT MEET ACCEPTABLE STANDARDS WILL NOT RECEIVE ANY INCREMENTAL INCREASE
- OFFICE DIRECTOR WILL EVALUATE COMPONENT CHIEFS ON THEIR DISCRETION IN RECOMMENDING INCREMENTAL INCREASES.

PROMOTION BETWEEN LEVELS:

- PERFORMANCE ASSESSMENT FORM RATING CONSTITUTES APPROXIMATELY EIGHTY PERCENT OF THE OVERALL RATING.
- SUBJECTIVE EVALUATION BY A HEADQUARTERS REVIEW BOARD CONSTITUTE TWENTY PERCENT.
- MEET CRITERIA FOR NEXT HIGHEST LEVEL
- ALL EMPLOYEES SHOULD RECEIVE A MINIMUM OF ONE INCREMENT ANNUALLY - EXCEPT CATEGORY IV EMPLOYEES.

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BONUS AWARDS PROGRAM WILL BE ESTABLISHED.

- BONUS AWARDED FOR:
- (1) EMPLOYEES WHO REACH MAXIMUM SALARY IN PAY LEVEL
  - (2) PERFORMANCE MERITS RECOGNITION
  - (3) SPECIAL ASSIGNMENT OR WHO DESERVE SPECIAL RECOGNITION
  - BONUS PAID IN EQUIVALENT INCREMENTAL VALUES ON A ONE TIME BASIS. RECOMMENDED BY COMPONENT CHIEF, REVIEWED BY WASHINGTON, APPROVED BY OFFICE DIRECTOR.

FIVE SALARY RANGES  
IDENTIFIED BY FOLLOWING TITLES:

TRAINEE	TCO LEVEL I
OPERATIONS	TCO LEVEL II
SPECIALIST	TCO LEVEL III
STAFF	TCM LEVEL III
SENIOR OFFICER	TCM LEVEL IV

- COMMITTEE WILL DETERMINE THE CONVERSION OF EACH EMPLOYEE FOR EACH LEVEL AND INCREMENT.

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## Chapter 9

### PERFORMANCE ASSESSMENT

ATTACHMENT A

#### PERFORMANCE ASSESSMENT GUIDE

##### EFFICIENCY REPORT

EFFICIENCY REPORT - AN ANNUAL EFFICIENCY REPORT WILL BE COMPLETED ON EACH EMPLOYEE IN ACCORDANCE WITH THE OFFICE OF COMMUNICATIONS' EFFICIENCY AND EVALUATION SCHEDULE FOR TELECOMMUNICATIONS OFFICERS (TCO). THE REPORT WILL ADDRESS THE MERITS AND DEFICIENCIES OF EACH INDIVIDUAL IN ACCORDANCE WITH APPROPRIATE REGULATIONS AND GUIDELINES. COMPONENT MANAGERS ARE CHARGED WITH REVIEWING THESE REPORTS AND ENSURING THEIR RATINGS AND COMMENTS ADDRESS THE CRITERIA IN ACCORDANCE WITH ESTABLISHED GUIDELINES. INFLATION OF REPORTS WILL DILUTE THE MERIT PAY OF THOSE EMPLOYEES WHO WARRANT RECOGNITION FOR SUPERIOR PERFORMANCE UNDER BANDING CRITERIA. THE REPORT RATING IS WORTH APPROXIMATELY 30 PERCENT OF THE TOTAL FIELD EVALUATION.

##### CATEGORY DESCRIPTOR

CATEGORY DESCRIPTOR - A CATEGORY DESCRIPTOR IS ASSIGNED BY THE FIELD COMPONENT FOR EACH EMPLOYEE BASED ON HIS OVERALL EVALUATION. INCLUDED IN THIS EVALUATION ARE THE PAST PERFORMANCE RECORD, FOR GROWTH, CAPABILITIES, AND POTENTIAL FOR GROWTH. MOST EMPLOYEES ARE CONSIDERED TO BE GOOD PERFORMERS AND COULD RECEIVE A RATING OF CATEGORY III. ANY EMPLOYEE WHO EXCEEDS THIS RATING BUT IS NOT OUTSTANDING WOULD BE RATED CATEGORY II. ONLY THOSE EMPLOYEES WHO ARE TRULY OUTSTANDING ARE RATED CATEGORY I. POOR PERFORMERS (BELOW THE ACCEPTABLE STANDARDS ARE CONSIDERED CATEGORY IV.) (SEE INDIVIDUAL CATEGORY DEFINITIONS.)

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SUPERVISION

SUPERVISION - THIS RATING IS ASSIGNED TO ANY INDIVIDUAL WHO HAS DEMONSTRATED SUPERVISORY RESPONSIBILITIES DURING THE RATING PERIOD. THIS RATING (AND RELATED DUTY) MUST BE REFLECTED ON THE ANNUAL REPORT. THE EMPLOYEE MUST HAVE SUPERVISED ONE INDIVIDUAL FOR APPROXIMATELY FIFTY PERCENT OF THE TIME DURING THE TOTAL RATING PERIOD. IS THE INDIVIDUAL A GOOD ROLE MODEL AND TEACHER?

LEADERSHIP

LEADERSHIP - THIS RATING WILL BE USED FOR THOSE INDIVIDUALS WHO DO NOT QUALIFY FOR THE CRITERIA UNDER THE HEADING AS A SUPERVISOR BUT WHO DESERVE A RATING AS A POTENTIAL OR PROVEN LEADER. INDIVIDUALS IN THIS CATEGORY HAVE DEMONSTRATED LEADERSHIP SKILLS BUT HAVE NOT HAD THE OPPORTUNITY TO SUPERVISE. LEADERSHIP POTENTIAL IS BEING EVALUATED.

OFFICE TENURE

OFFICE TENURE - THE EXPERIENCE IN THE OFFICE IS BEING ADDRESSED IN THIS CATEGORY. TENURE IS DEFINED BASED ON THE EOD DATE IN THE OFFICE OF COMMUNICATIONS VERSUS THE ORGANIZATION. COMPONENTS ASSIGN A VALUE BASED ON THIS DATE. TENURE WILL BE ROUNDED TO THE NEAREST WHOLE YEAR.

OPERATIONAL ACTIVITY IN SUPPORT OF ANOTHER OFFICE

INTERPERSONAL RELATIONS

INTERPERSONAL RELATIONS - CONSIDER THE INDIVIDUAL'S ABILITY TO REPRESENT THE COMPONENT, OFFICE, AND ORGANIZATION, AND TO WORK EFFECTIVELY WITH SUBORDINATES, PEERS, AND SUPERVISORS. IS THE EMPLOYEE A TEAM PLAYER?

CREATIVITY

CREATIVITY - CONSIDER EITHER THE INNOVATIVE OR PROBLEM SOLVING ASPECTS. THE INDIVIDUAL'S ABILITY TO RECOGNIZE PROBLEMS, AND TO CHOOSE LOGICAL SOLUTIONS WITH DISCRIMINATE USE OF RESOURCES. ALSO, THE INDIVIDUAL'S TALENT FOR SUGGESTING AND DEVELOPING METHODS OR PROCEDURES AND THE DEGREE TO WHICH THE INDIVIDUAL RECOGNIZES AND SUPPORTS SUGGESTIONS MADE BY OTHERS.

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DEDICATION

DEDICATION - CONSIDER HOW RESPONSIVE THE INDIVIDUAL IS TO THE NEEDS OF THE OFFICE AND HOW DISCIPLINED, DEPENDABLE, AND PUNCTUAL HE/SHE IS IN DIFFICULT SITUATIONS.

JUDGMENT

JUDGMENT - CONSIDER THE INDIVIDUAL'S ABILITY TO MAKE SOUND RECOMMENDATIONS AND CORRECT DECISIONS, ESPECIALLY WHEN THE AVAILABLE INFORMATION IS INCOMPLETE, AMBIGUOUS, OR CONFLICTING.

INITIATIVE

INITIATIVE - CONSIDER THE DEGREE TO WHICH THE INDIVIDUAL IDENTIFIES NEEDS, ORGANIZES, DEVICES, AND UNDERTAKES ADDITIONAL TASKS AND RESPONSIBILITIES AND TAKES ADVANTAGE OF OPPORTUNITIES TO OFFER MEANINGFUL CONTRIBUTIONS. ALSO, CONSIDER THE AMOUNT OF SUPERVISION THE INDIVIDUAL REQUIRES, AND EFFORTS MADE TOWARD SELF-IMPROVEMENT.

SELF-EXPRESSION

SELF EXPRESSION - FOR WRITTEN CORRESPONDENCE CONSIDER GRAMMAR, CLARITY, ORGANIZATION, AND THE ABILITY TO USE A STYLE APPROPRIATE FOR THE TASK. FOR ORAL COMMUNICATIONS CONSIDER THE ABILITY TO EXCHANGE INFORMATION WITH OTHERS AND IF THE INDIVIDUAL LISTENS ATTENTIVELY.

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Chapter 10  
WASHINGTON REVIEW

ATTACHMENT B

OFFICE REVIEW WORKSHEET

NAME: \_\_\_\_\_ BAND/INCREMENT: \_\_\_\_\_ PANEL \_\_\_\_\_  
CURRENT ASSIGNMENT: \_\_\_\_\_ POSITION/TITLE: \_\_\_\_\_ OC/EOD \_\_\_\_\_  
FIELD/COMPONENT OVERALL RATING SCORE (FACTORED) \_\_\_\_\_

REVIEW BOARD CONSIDERATIONS

(THE FOLLOWING EVALUATION FACTORS TO BE CONSIDERED BY  
THE REVIEW BOARD SHOULD BE ADDED TO THE FACTORED RATING  
AND CONSTITUTE APPROXIMATELY 20 % OF THE TOTAL SCORE)

MOBILITY (TDY QUALIFIED AND WILLINGNESS TO SERVE)  
SPECIAL RECOGNITION (AWARDS, COMMENDATIONS, ETC.)  
TRAINING (SEE RECOMMENDED LIST)  
EXPERIENCE (TOURS AND VARIETY OF ASSIGNMENTS)  
PREVIOUS REPORT RATINGS (LAST THREE REPORTS)  
PRODUCTIVITY  
CREATIVITY  
INTERPERSONAL RELATIONS  
WRITTEN/ORAL SKILLS

TOTAL \_\_\_\_\_

COMMENTS:

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PROMOTION RECOMMENDED \_\_\_\_\_  
(IF NO, STATE REASON(S))

LEVEL \_\_\_\_\_ INCREMENT \_\_\_\_\_ CHAIRMAN, REVIEW BOARD

MANAGEMENT CONSIDERATIONS (OFFICE DIRECTOR)  
TOTAL PERSON

SENSITIVE PERSONNEL FILE INFORMATION, OR LACK THEREOF.  
JOB WORTH  
SECURITY  
TOTAL CONTRIBUTION

\_\_\_\_\_  
APPROVED

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#### Chapter 11

#### TRAINING RECOMMENDATIONS

#### TRAINING RECOMMENDATIONS

##### TRAINEE

- ORIENTATION TO THE ORGANIZATION
- EMPLOYEE DEVELOPMENT COURSE

##### OPERATIONS

- ESSENTIALS OF WRITING (OR EQUIVALENT)
- TRENDS AND HIGHLIGHTS
- URBAN AWARENESS
- LEADERSHIP STYLES AND BEHAVIOR
- ORGANIZATION- TODAY AND TOMORROW
- EFFICIENCY REPORT WORKSHOP
- MANAGEMENT DEVELOPMENT COURSE
- COUNSELING COURSE
- BRIEFING TECHNIQUES
- INSTRUCTOR TRAINING WORKSHOP (INSTRS.)
- INSTRUCTIONAL SYSTEMS DESIGN (INSTRS.)
- OFFICE MANAGEMENT SEMINAR

##### SPECIALIST

- MID-CAREER
- ADVANCED INSTRUCTOR TRAINING
- INNOVATIVE PROBLEM SOLVING

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STAFF

- MID-CAREER
- ADVANCED MANAGEMENT SEMINAR
- TIME MANAGEMENT
- ADVANCED INTELLIGENCE SEMINAR
- PROGRAM ON CREATIVE MANAGEMENT
- CENTER FOR CREATIVE LEADERSHIP
- WAR COLLEGES
- EXTERNAL MANAGEMENT SEMINARS

SENIOR OFFICER

- STAFF COLLEGE APPOINTMENTS
- SENIOR OFFICER CORE COURSES  
AND WORKSHOPS
- STATE SENIOR SEMINAR
- NATIONAL WAR COLLEGE
- INDUSTRIAL COLLEGE OF THE  
ARMED FORCES
- EXTERNAL MANAGEMENT SEMINARS

NOTE: EXCEPT WHERE OTHERWISE NOTED IN BAND MOVEMENT CRITERIA, THE  
ABOVE TRAINING IS RECOMMENDED FOR COMPLETION IN THE BAND/SEGMENT  
INDICATED PRIOR TO MOVEMENT TO THE NEXT BAND/SEGMENT.

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Chapter 13  
PROMOTION CRITERIA

1. TRAINEE TCO LEVEL I

- a. NORMALLY, ENTRY ON DUTY (EOD) FOR PHASE ONE TRAINING WILL BE AT OR NEAR INCREMENT 7 OF LEVEL I.
- b. APPROXIMATELY MIDWAY THROUGH PHASE I OF THE FORMAL TRAINING COURSE, GOOD PERFORMERS MAY BE REWARDED BY A ONE (1) INCREMENT INCREASE. EXCEPTIONAL PERFORMERS (TOP 10 PERCENT OF THE CLASS) MAY BE REWARDED BY A PAY INCREASE OF UP TO TWO (2) INCREMENTS.
- c. TRAINEES WILL NORMALLY BE ADVANCED TO LEVEL I INCREMENT 13 UPON SUCCESSFUL COMPLETION OF PHASE I TRAINING AND WITH A RECOMMENDATION BY CHIEF, COMMUNICATIONS SCHOOL.
- d. INTERNAL TRANSFERS TO THE TCO TRAINING PROGRAM WILL REMAIN AT THEIR GS GRADE AND STEP DURING PHASE I. UPON SUCCESSFUL COMPLETION OF PHASE I AND WITH A RECOMMENDATION BY CHIEF, COMMUNICATIONS SCHOOL, THEY WILL BE ADVANCED TO INCREMENT 13 LEVEL I. EXCEPTIONAL PERFORMERS MAY RECEIVE ACHIEVEMENT AWARDS DURING TRAINING AS APPROPRIATE.
- e. PHASE II TRAINING INCLUDES AN ASSIGNMENT IN THE U.S. FOR A PERIOD OF UP TO ONE YEAR. EMPLOYEES CANNOT REMAIN IN PHASE II LONGER THAN ONE YEAR.
- f. AFTER SIX MONTHS IN PHASE II, TRAINEES WILL BE CONSIDERED FOR ADVANCEMENT USING THE FIRST ANNUAL REPORT AND ASSIGNED CATEGORY DESCRIPTOR. PAY ADVANCEMENT DURING PHASE II CAN BE MADE THROUGH INCREMENT 17 IN LEVEL I. THE NUMBER OF INCREMENTS AWARDED WILL BE RECOMMENDED BY THE COMPONENT CHIEF AND MUST HAVE THE APPROVAL OF THE OFFICE DIRECTOR.
- g. EXCEPTIONAL PERFORMERS MAY SKIP PHASE II TRAINING AND BE ASSIGNED PCS IMMEDIATELY UPON COMPLETION OF FORMAL TRAINING. AFTER SIX MONTHS ON THE JOB, THESE EMPLOYEES MAY BE CONSIDERED FOR AN INCREMENTAL ADVANCEMENT USING THE FIRST ANNUAL REPORT AND ASSIGNED CATEGORY DESCRIPTOR. THE NUMBER OF INCREMENTS AWARDED WILL BE RECOMMENDED BY THE COMPONENT CHIEF AND MUST HAVE THE APPROVAL OF THE OFFICE DIRECTOR.

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- h. EMPLOYEES WILL REMAIN IN LEVEL I UNTIL ALL PROMOTION CRITERIA FOR ENTRY LEVEL INTO LEVEL II HAVE BEEN MET. ADVANCEMENT IN LEVEL I CAN BE MADE THROUGH INCREMENT 32.
- i. EMPLOYEES IN LEVEL I WILL BE EVALUATED ANNUALLY IN ACCORDANCE WITH THE OFFICE EVALUATION SCHEDULE. SELECTION OUT MAY BE CONSIDERED FOR EMPLOYEES UNABLE TO MEET PROMOTION CRITERIA TO LEVEL II WITHIN EIGHT YEARS. (AN AVERAGE TIME OF FIVE YEARS IS ANTICIPATED TO COMPLETE LEVEL II ENTRY CRITERIA)

2. OPERATIONS - TCO LEVEL II

REQUIREMENTS FOR ENTRY LEVEL INTO TCO LEVEL II:

- a. MINIMUM OVERALL 4 RATING ON CURRENT EFFICIENCY REPORT.
- b. MUST HAVE MET ALL CERTIFICATION PROGRAM ENTRY REQUIREMENTS FOR TCO LEVEL II.
- c. COMPLETION OF THREE-YEAR TRIAL PERIOD
- d. SENSITIVE PERSONNEL FILE AND SECURITY ISSUES RESOLVED
- e. MUST HAVE COMPLETED A MINIMUM OF 3 YEARS IN 'D' PANEL
- f. RECOMMENDATION BE A COMPONENT CHIEF
- g. CATEGORY DESCRIPTOR I, II, OR III

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3. SPECIALIST - TCO LEVEL III

REQUIREMENTS FOR ENTRY INTO TCO LEVEL III:

- a. MINIMUM OVERALL RATING OF 5 ON CURRENT EFFICIENCY REPORT
- b. MUST HAVE MET ALL CERTIFICATION PROGRAM ENTRY REQUIREMENTS FOR TCO LEVEL III
- c. MINIMUM OF TWO PCS ASSIGNMENTS INCLUDING ONE OVERSEAS ASSIGNMENT
- d. CATEGORY DESCRIPTOR I, II, OR III
- e. SENSITIVE PERSONNEL FILE AND SECURITY ISSUES
- f. RECOMMENDATION BY COMPONENT CHIEF

ADVANCEMENT TO TCO LEVEL III, NORMALLY FROM TCO LEVEL II, WILL BE BY PANEL SELECTION BASED ON MOST QUALIFIED INDIVIDUALS WITH TECHNICAL EXPERTISE FOR SPECIFIED REQUIREMENTS.

INDIVIDUALS MUST MOVE FROM TCO LEVEL III TO TCM LEVEL III TO GET TO TCM LEVEL IV. SUCH MOVES WILL BE AT THE SAME SALARY, NO PROMOTION. EMPLOYEES GOING FROM TCM LEVEL III TO TCO LEVEL III, WHEN APPROPRIATE, WILL RECEIVE PAY RETENTION AND REMAIN SALARY FROZEN UNTIL THERE IS A PAY CATCH UP.

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4. STAFF OFFICER - TCM LEVEL III

REQUIREMENTS FOR ENTRY INTO TCM LEVEL III:

- a. MINIMUM OVERALL RATING OF 5 ON CURRENT EFFICIENCY REPORT
- b. MUST HAVE MET ALL CERTIFICATION PROGRAM ENTRY REQUIREMENTS FOR TCM LEVEL III
- c. QUALIFY FOR ORGANIZATION RETIREMENT SYSTEM
- d. ONE TO TWO YEARS EXPERIENCE AS MANAGER (MUST HAVE SUPERVISED AT LEAST ONE PERSON)
- e. MINIMUM OF TWO PCS ASSIGNMENTS, INCLUDING ONE OVERSEAS ASSIGNMENT
- f. MINIMUM CATEGORY DESCRIPTOR II
- g. SENSITIVE PERSONNEL FILE AND SECURITY ISSUES RESOLVED
- h. MUST HAVE PARTICIPATED IN MANAGEMENT RELATED TRAINING COURSES SUCH AS: MANAGERIAL, COUNSELING, WRITING, PUBLIC SPEAKING, WORD PROCESSOR, COMPUTER, ETC.
- i. RECOMMENDATION BY COMPONENT CHIEF

5. SENIOR OFFICER - TCM LEVEL IV

REQUIREMENTS FOR ENTRY INTO TCM LEVEL IV:

- a. MINIMUM OVERALL RATING OF 5 ON CURRENT EFFICIENCY REPORT
- b. MINIMUM OF TWO PCS U.S. ASSIGNMENTS AND THREE PCS OVERSEAS ASSIGNMENTS
- c. MUST HAVE ONE TOUR AS STAFF OFFICER (2 YEARS)
- d. MUST HAVE EXPERIENCE AS SECTION OR BRANCH CHIEF (2 YEARS MINIMUM)
- e. MINIMUM CATEGORY DESCRIPTOR II
- f. MINIMUM REPORT RATING OF 5 FOR MANAGERIAL/SUPERVISORY DUTIES
- g. SENSITIVE PERSONNEL FILE AND SECURITY ISSUES RESOLVED
- h. RECOMMENDATION OF COMPONENT CHIEF
- i. ALL PROMOTIONS TO TCM LEVEL IV WILL BE FROM TCM LEVEL III

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Chapter 14  
CATEGORY DESCRIPTORS

ATTACHMENT D

CATEGORY I

THESE EMPLOYEES POSSESS AND ARE PRESENTLY USING EXPERIENCE, KNOWLEDGE AND TALENTS TO A DEGREE THAT IS CLEARLY EXCEPTIONAL IN COMPARISON WITH THEIR PEERS; THEY EXCEL IN CURRENT JOB ASSIGNMENTS. THEIR PERSONAL CHARACTERISTICS AND WORK PERFORMANCE CLEARLY SUGGEST THE POTENTIAL FOR RAPID UPWARD MOVEMENT THROUGH POSITIONS OF INCREASINGLY GREATER RESPONSIBILITY, PERFORMING STRONGLY IN EACH JOB ASSIGNMENT. THEY WILL REQUIRE MINIMAL TIME TO INCREASE THEIR POTENTIAL IN THE UPWARD PROGRESSION. THEIR PERFORMANCE WOULD BE EXCELLENT IN ANY JOB WITHIN THEIR LEVEL AND IN MANY JOBS WITHIN THE NEXT HIGHEST LEVEL.

CATEGORY II

THESE EMPLOYEES POSSESS AND ARE USING EXPERIENCE, KNOWLEDGE AND TALENTS TO PERFORM STRONGLY. THEIR PERSONAL CHARACTERISTICS AND WORK PERFORMANCE INDICATE A CAPABILITY FOR STEADY ADVANCEMENT UPWARD THROUGH POSITIONS OF INCREASINGLY GREATER RESPONSIBILITY, PERFORMING STRONGLY IN EACH JOB ASSIGNMENT. THEY HAVE THE CAPABILITY TO INCREASE THEIR POTENTIAL IN EACH JOB. THEY COULD PERFORM STRONGLY IN ANY JOB WITHIN THEIR LEVEL AND IN SOME JOBS WITHIN THE NEXT HIGHEST LEVEL.

CATEGORY III

THESE EMPLOYEES POSSESS AND ARE USING EXPERIENCE, KNOWLEDGE AND TALENTS TO PERFORM WELL IN POSITIONS AT THEIR CURRENT GRADE LEVEL BUT HAVE NOT DEMONSTRATED THE POTENTIAL TO PERFORM SUCCESSFULLY AT HIGHER LEVELS OF RESPONSIBILITY. THEIR PERSONAL FILES AND WORK PERFORMANCE TEND TO INDICATE THAT THEY ARE CLOSE TO REALIZING OR HAVE REALIZED THEIR POTENTIAL. THEY COULD PERFORM SATISFACTORILY IN ANY JOB WITHIN THEIR LEVEL BUT AT THIS TIME IN FEW JOBS WITHIN THE NEXT HIGHER LEVEL.

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CATEGORY IV

THESE EMPLOYEES MAY OR MAY NOT POSSESS EXPERIENCE, KNOWLEDGE AND TALENTS TO PERFORM SATISFACTORILY; HOWEVER, THEIR OVERALL WORK PERFORMANCE REFLECTS SPECIFIC DEFICIENCIES OR THE INABILITY TO MEET IMPORTANT ASPECTS OF WORK REQUIREMENTS. THEIR POTENTIAL FOR GROWTH SHOWS NO EVIDENCE OF IMPROVEMENT IN THEIR CURRENT JOB ASSIGNMENT.

! ! !  
! POTENTIAL !  
! !  
! THIS IS AN EVALUATION OF AN INDIVIDUAL'S CAPABILITY TO ASSUME !  
! HIGHER-LEVEL RESPONSIBILITIES, AND TO DEVELOP, GROW AND ADVANCE IN !  
! SUBSTANTIVE ASSIGNMENTS AND/OR MANAGERIAL POSITIONS. AT THE HIGHER !  
! LEVELS, I.E., LEVEL IV, POTENTIAL SHOULD BE EVALUATED AS THE EXTENT OF !  
! AN INDIVIDUAL'S YEARS OF EXPERIENCE, KNOWLEDGE, TALENTS AND SKILLS CAN !  
! BE APPLIED TO A VARIETY OF ASSIGNMENTS WITHIN THE OFFICE, ELSEWHERE IN !  
! THE ORGANIZATION OR A RELATED ASSIGNMENT OUTSIDE THE ORGANIZATION. !  
! !

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Chapter 15  
 REPORT AND EVALUATION SCHEDULE

ATTACHMENT E

TELECOMMUNICATIONS OFFICER  
 EFFICIENCY REPORT AND EVALUATION SCHEDULE

	<u>PAR</u>	<u>PERIOD ENDS</u>	<u>DUE IN HQS</u>	<u>WASHINGTON REVIEW BOARD MEETS</u>
LEVEL IV (FOR SUPERGRADES)	31	JANUARY	28 FEBRUARY	31 MARCH
LEVEL IV*	31	MAY	30 JUNE	15 JULY
LEVEL III	30	APRIL	31 MAY	31 JULY
LEVEL II	30	APRIL	31 MAY	15 JULY
LEVEL I	31	MAY	30 JUNE	15 AUGUST

\* - INCLUDES LEVEL IV EMPLOYEES RECOMMENDED FOR A SUPERGRADE BUT NOT  
 SELECTED AND ALL OTHER LEVEL IV EMPLOYEES. PERFORMANCE ASSESSMENT FORM  
 IS ALL THAT WILL BE REQUIRED FOR EMPLOYEES WHOSE EFFICIENCY REPORTS  
 WERE COMPLETED FOR SUPERGRADE CONSIDERATION.

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Chapter 16  
 PAY SCHEDULES

ATTACHMENT F

TELECOMMUNICATIONS OFFICER PAY SCHEDULE  
 (TCO/TCM SCHEDULE) - EFFECTIVE 6 JANUARY 1985

TCO-1 Telecommunications Officer Trainee

Increment 313

1	2	3	4	5	6	7	8	9	10	11
16040	16353	16666	16979	17292	17605	17918	18231	18544	18857	19170
12	13	14	15	16	17	18	19	20	21	22
19483	19796	20109	20422	20735	21048	21361	21674	21987	22300	22613
23	24	25	26	27	28	29	30	31	32	
22926	23239	23552	23865	24178	24491	24804	25117	25430	25743	

TELECOMMUNICATIONS OFFICER PAY SCHEDULE  
 (TCO/TCM SCHEDULE) - EFFECTIVE 6 JANUARY 1985

TCO-2 Telecommunications Officer

INCREMENT=421

1	2	3	4	5	6	7	8	9	10	11
21804	22225	22646	23067	23488	23909	24330	24751	25172	25593	26014
12	13	14	15	16	17	18	19	20	21	22
26435	26856	27277	27698	28119	28540	28961	29382	29803	30224	30645
23	24	25	26	27	28	29	30	31		
31066	31487	31908	32329	32750	33171	33592	34013	34434		

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TELECOMMUNICATIONS OFFICER PAY SCHEDULE  
 (TCO/TCM SCHEDULE) - EFFECTIVE 6 JANUARY 1985

TCO-3 Senior Telecommunications Officer

INCREMENT=506

1	2	3	4	5	6	7	8	9	10	11
26381	26887	27393	27899	28405	28911	29417	29923	30429	30935	31441
12	13	14	15	16	17	18	19	20	21	22
31947	32453	32959	33465	33971	34477	34983	35489	35995	36501	37007
23	24	25	26	27	28	29	30			
37513	38019	38525	39031	39537	40043	40549	41055			

TELECOMMUNICATIONS OFFICER PAY SCHEDULE  
 (TCO/TCM SCHEDULE) EFFECTIVE 6 JANUARY 1985

TCM-3 OIC/SUPERVISORY TCO/STAFF TCO

INCREMENT=603

1	2	3	4	5	6	7	8	9	10	11
31619	32222	32825	33428	34031	34634	35237	35840	36443	37046	37649
12	13	14	15	16	17	18	19	20	21	22
38252	38855	39458	40061	40664	41267	41870	42473	43076	43679	44282
23	24	25	26	27	28	29	30			
44885	45488	46091	46694	47297	47900	48503	49106			

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TELECOMMUNICATIONS OFFICER PAY SCHEDULE  
 (TCO/TCM SCHEDULE) EFFECTIVE 6 JANUARY 1985

TCM-4 Telecommunications Manager

INCREMENT=842

1	2	3	4	5	6	7	8	9	10	11
44430	45272	46114	46956	47798	48640	49482	50324	51166	52008	52850
12	13	14	15	16	17	18	19	20	21	22
53692	54534	55376	56218	57060	57902	58744	59586	60428	61270	62112
23	24	25	26	27	28	29				
62954	63796	64638	65480	66322	67164	68006				

TELECOMMUNICATIONS OFFICERS OVERSEAS PAY SCHEDULE  
 (TCX/TCY SCHEDULE) EFFECTIVE 6 JANUARY 1985

TCX-1 Telecommunications Officer Trainee

INCREMENT=343

1	2	3	4	5	6	7	8	9	10	11
17580	17923	18266	18609	18952	19295	19638	19981	20324	20667	21010
12	13	14	15	16	17	18	19	20	21	22
21353	21696	22039	22382	22725	23068	23411	23754	24097	24440	24783
23	24	25	26	27	28	29	30	31	32	
25126	25469	25812	26155	26498	26841	27184	27527	27870	28213	

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TELECOMMUNICATIONS OFFICER OVERSEAS PAY SCHEDULE  
 (TCX/TCY SCHEDULE) EFFECTIVE 6 JANUARY 1985

TCX-2 Telecommunications Officer

INCREMENT=462

1	2	3	4	5	6	7	8	9	10	11
23897	24359	24821	25283	25745	26207	26669	27131	27593	28055	28517
12	13	14	15	16	17	18	19	20	21	22
28979	29441	29903	30365	30827	31289	31751	32213	32675	33137	33599
23	24	25	26	27	28	29	30	31		
34061	34523	34985	35447	35909	36371	36833	37295	37757		

TELECOMMUNICATIONS OFFICER OVERSEAS PAY SCHEDULE  
 (TCX/TCY SCHEDULE) EFFECTIVE 6 JANUARY 1985

TCX-3 Senior Telecommunications Officer

INCREMENT=555

1	2	3	4	5	6	7	8	9	10	11
28914	29469	30024	30579	31134	31689	32244	32799	33354	33909	34464
12	13	14	15	16	17	18	19	20	21	22
35019	35574	36129	36684	37239	37794	38349	38904	39459	40014	40569
23	24	25	26	27	28	29	30			
41124	41679	42234	42789	43344	43899	44454	45009			

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TELECOMMUNICATIONS OFFICER OVERSEAS PAY SCHEDULE  
 (TCX/TCY SCHEDULE) EFFECTIVE 6 JANUARY 1985

TCY-3 OIC/Supervisory TCO/Staff TCO

INCREMENT=661

1	2	3	4	5	6	7	8	9	10	11
34654	35315	35976	36637	37298	37959	38620	39281	39942	40603	41264
12	13	14	15	16	17	18	19	20	21	22
41925	42586	43247	43908	44569	45230	45891	46552	47213	47874	48535
23	24	25	26	27	28	29	30			
49196	49857	50518	51179	51840	52501	53162	53823			

TELECOMMUNICATIONS OFFICER OVERSEAS PAY SCHEDULE  
 (TCX/TCY SCHEDULE) EFFECTIVE 6 JANUARY 1985

TCY-4 Telecommunications Manager

INCREMENT=923

1	2	3	4	5	6	7	8	9	10	11
48695	49618	50541	51464	52387	53310	54233	55156	56079	57002	57925
12	13	14	15	16	17	18	19	20	21	22
58848	59771	60694	61617	62540	63463	64386	65309	66232	67155	68078
23*	24*	25*	26*	27*	28*	29*				
69001	69924	70847	71770	72693	73616	74539				
* SALARIES ARE LIMITED TO 68,700 UNDER THE STATUTORY PAY CAP										

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**GENERAL SCHEDULE OF ANNUAL SALARY RATES BY GRADE**  
 (Effective First Pay Period On or After 6 January 1985)  
 (Executive Order 12496)

Grade	Rates within grade and waiting period for next step increase										Step Increase
	52 weeks			104 weeks			156 weeks				
	1	2	3	4	5	6	7	8	9	10	
GS-1	\$ 9,339	\$ 9,650	\$ 9,961	\$10,271	\$10,582	\$10,764	\$11,071	\$11,380	\$11,393	\$11,686	Varies
GS-2	10,501	10,750	11,097	11,393	11,521	11,860	12,199	12,538	12,877	13,216	Varies
GS-3	11,458	11,840	12,222	12,604	12,986	13,368	13,750	14,132	14,514	14,896	382
GS-4	12,862	13,291	13,720	14,149	14,578	15,007	15,436	15,865	16,294	16,723	429
GS-5	14,390	14,870	15,350	15,830	16,310	16,790	17,270	17,750	18,230	18,710	480
GS-6	16,040	16,575	17,110	17,645	18,180	18,715	19,250	19,785	20,320	20,855	535
GS-7	17,824	18,418	19,012	19,606	20,200	20,794	21,388	21,982	22,576	23,170	594
GS-8	19,740	20,398	21,056	21,714	22,372	23,030	23,688	24,346	25,004	25,662	658
GS-9	21,804	22,531	23,258	23,985	24,712	25,439	26,166	26,893	27,620	28,347	727
GS-10	24,011	24,811	25,611	26,411	27,211	28,011	28,811	29,611	30,411	31,211	800
GS-11	26,381	27,260	28,139	29,018	29,897	30,776	31,655	32,534	33,413	34,292	879
GS-12	31,619	32,673	33,727	34,781	35,835	36,889	37,943	38,997	40,051	41,105	1,054
GS-13	37,599	38,852	40,105	41,358	42,611	43,864	45,117	46,370	47,623	48,876	1,253
GS-14	44,430	45,911	47,392	48,873	50,354	51,835	53,316	54,797	56,278	57,759	1,481
GS-15	52,262	54,004	55,746	57,488	59,230	60,972	62,714	64,456	66,198	67,940	1,742
SES-1	61,296				SES-3	66,232				SES-5	70,500
SES-2	63,764				SES-4	68,700				SES-6	72,300